



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE SW
FORT MCPHERSON GEORGIA 30330-1062

REPLY TO
ATTENTION OF

AFLG-PR

12 November 1997

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Contracting Information Letter (CIL) 98-6

1. This CIL contains information on the following:
 - a. Army Past Performance Information Management System (PPIMS),
 - b. FY 97 CIL Index,
 - c. Acquisition Career Management Advocate (ACMA), and
 - d. Executive Training.

2. Army Past Performance Information Management System (PPIMS).

a. The Office of the Secretary of the Army for Research, Development, and Acquisitions (SARDA) directed all Army contracting activities to start using the PPIMS to prepare contractor performance reports (CPR), effective 1 October 1997. This policy will be implemented at AFARS 42.1502, which SARDA is currently developing. For your *information only*, a draft copy of AFARS 42.1502 is provided at enclosure 1. It is currently being revised in some areas, but most of the guidance is expected to remain the same. This draft copy is provided for your consideration as you develop your procedures for completing the CPRs.

b. For additional information, please contact Joan Sylvester at DSN 367-6237 or Irene Hamm at DSN 367-5632.

3. FY 97 CIL Index. A copy of the FY 97 CIL index is provided at enclosure 2.

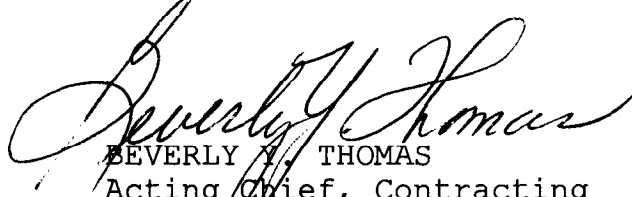
4. Acquisition Career Management Advocate (ACMA). Ms. Toni M. Gaines has been appointed as the ACMA for Headquarters, Forces Command, and subordinate installation Directorates of Contracting. A copy of the appointment is provided at enclosure 3. For additional information, please contact Clyde Thomas at DSN 367-6372.

AFLG-PR

SUBJECT: Contracting Information Letter (CIL) 98-6

5. Executive Training. The announcements provided at enclosure 4 are for academic opportunities for members of the acquisition workforce. Most are geared for grades GS11 and higher. Please ensure that eligible employees are provided a copy of these announcements. For additional information, please contact Clyde Thomas at DSN 367-6372.

4 Encls
as


BEVERLY Y. THOMAS
Acting Chief, Contracting
Division, DCSL&R

DISTRIBUTION:

COMMANDERS,

III CORPS & FT HOOD, ATTN: AFZF-DOC

XVIII ABN CORPS & FT BRAGG, ATTN: AFZA-DC

FT RILEY, ATTN: AFZN-DOC

FT CARSON, ATTN: AFZC-DOC

JRTC & FT POLK, ATTN: AFZX-DOC

I CORPS & FT LEWIS, P.O. BOX 33931, ATTN: AFZH-DOC

3RD INF DIV (MECH) & FT STEWART, ATTN: AFZP-DC

101ST ABN DIV (AASLT) & FT CAMPBELL, ATTN: AFZB-DOC

FT DEVENS, ATTN: AFRC-FMD-DOC

FT DIX, ATTN: AFZT-DOC

10TH MTN DIV, FT DRUM, ATTN: AFZS-DOC

FT MCCOY, ATTN: AFRC-FM-DC

NATIONAL TRAINING CENTER & FT IRWIN, ATTN: AFZJ-DC

ARMY ATLANTA CONTRACTING CENTER, ATTN: AFLG-PRC

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10/20/97 4:28 PM

SUBPART 42.15--CONTRACTOR PERFORMANCE INFORMATION

42.1502 Policy.

(a)(i) It is Army policy that a contractor performance report (CPR) be prepared for each contract which exceeds \$1,000,000 (actual or estimated value) or such lesser value as determined by the Head of the Contracting Activity. Except as provided in (b), performance reports may be prepared in, and shall be entered and maintained in, the Army Past Performance Information Management System (PPIMS).

(a)(ii) A contractor performance report shall be prepared upon physical completion of the contract. When the contract period of performance does not exceed 18 months, prepare a single "final" evaluation report. If the period of performance will exceed 18 months, prepare an "interim" evaluation report at the completion of 12 months performance and annually thereafter until the contract is physically complete.

(a)(iii) An out-of-cycle or "addendum" report may be prepared if there is a need to record an extraordinary event prior to the next regularly scheduled evaluation or if it is necessary to report a meaningful occurrence during the period between physical completion of the contract and contract closeout.

(a)(iv) For indefinite delivery type contracts, contractor performance reports shall be prepared as determined by the contracting officer based on the following:

(A) Where the scope of the contract is narrow or orders will be essentially similar, the contracting officer shall prepare reports in accordance with (a)(ii). If the contracting officer requires evaluation input from external ordering offices, such requirement shall be clearly stated in the ordering information/procedures for the basic contract.

(B) Where the scope of the contract is broad or the nature of individual orders could be significantly different, the contracting officer may require the ordering office to prepare contractor performance reports for each order exceeding \$100,000 in accordance with (a)(ii). If so, the contracting officer shall clearly state this requirement in the ordering information/procedures for the basic contract.

(a)(v) Contractor performance reports shall be prepared as follows:

(A) Systems contracts (see DFARS 234.001).

(1) **Technical (Quality of Product).** This element is comprised of an overall rating and six sub-elements. Activity critical to successfully complying with contract requirements must be assessed within one or more of these sub-elements. However, the overall rating is the Program Manager's integrated assessment as to what most accurately depicts the contractor's technical performance or progress toward meeting requirements. It is not a predetermined roll-up of the sub-elements assessments.

(a) Product Performance - Assess the achieved product performance relative to that required by the contract.

(b) Systems Engineering - Assess the contractor's effort to transform operational needs and requirements into an integrated system design solution.

(c) Software Engineering - Assess the contractor's success in meeting contract requirements for software development, modification or maintenance.

(d) Logistics Support/Sustainment - Assess the success of the contractor's performance in accomplishing required integrated logistics support (ILS) program tasks.

(e) Product Assurance - Assess how successfully the contractor meets program quality objectives and controls the overall manufacturing process.

(f) Other Technical Performance - Assess all the other technical activity critical to successful contract performance. Identify any additional assessment aspects that are unique to the contract or that cannot be captured in another sub-element.

(2) **Schedule** - Assess the timeliness of the contractor against the completion of the contract, task orders, milestones, delivery schedules, administrative requirements, etc.

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(3) **Cost Control** (For all contracts except Firm Fixed Price (FFP) and Firm Fixed Price with Economic Price Adjustment (FFP w/EPA)) - Assess the contractor's effectiveness in forecasting, managing and controlling contract cost.

(4) **Management** - This element is comprised of an overall rating and three sub-elements. Activity critical to successfully executing the contract must be assessed within one or more of these sub-elements. However, the overall rating is the Program Manager's integrated assessment as to what most accurately depicts the contractor's performance in managing the contracted effort. It is not a pre-determined roll-up of the sub-elements.

(a) Management Responsiveness - Assess the timeliness, completeness and quality of problem identification, corrective action plans, proposal submittals (especially responses to change orders, Engineering Change Proposals (ECPs) or other undefinitized contract actions), the contractor's history of reasonable and cooperative behavior, effective business relations, and customer satisfaction.

(b) Subcontract Management - Assess the contractor's success with timely award and management of subcontracts, including early identification of subcontract problems and the timely application of corporate resources to preclude subcontract problems from impacting overall prime contractor performance, and whether the contractor met small/small disadvantaged and women-owned business participation goals.

(c) Program Management and Other Management - Assess the extent to which the contractor discharges its responsibility for integration and coordination of all activity needed to execute the contract. If applicable, identify and assess any other areas that are unique to the contract, or that cannot be captured elsewhere under the management element.

NOTE: For system contracts which are commercial-type acquisitions, i.e., require no significant engineering development effort, or are for production of stable systems with no significant engineering change activity, the assessing official may choose to use the simpler "non-systems" format.

(B) Non-Systems contracts.

(1) **Quality of Product or Service** - Assess the contractor's conformance to contract requirements, specifications and standards of good workmanship.

(2) **Schedule** - Assess the timeliness of the contractor against the contract, task orders, milestones, delivery schedules, administrative requirements, etc.

(3) **Cost Control** (Not required for FFP and FFP w/EPA contracts) - Assess the contractor's effectiveness in forecasting, managing and controlling contract cost.

(4) **Business Relations** - Assess the timeliness, completeness and quality of problem identification, corrective action plans, proposal submittals, the contractor's history of reasonable and cooperative behavior, customer satisfaction, and the timely award and management of subcontracts, and whether the contractor met small/small disadvantaged and woman-owned business participation goals.

(5) **Management of Key Personnel** (For services and information technology contracts only) - Assess the contractor's performance in selecting, retaining, supporting, and replacing, when necessary, key personnel.

(a)(vi) Use the following rating system to assess contractor performance for all PPI elements:

(A) **Exceptional** - Performance meets contractual requirements and exceeds many to the Government's benefit. The contractual performance of the element or sub-element being evaluated was accomplished with few minor problems for which corrective actions were highly effective.

(B) **Very Good** - Performance meets contractual requirements and exceeds some to the Government's benefit. The contractual performance of the element or sub-element being evaluated was accomplished with some minor problems for which corrective actions were effective.

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(C) **Satisfactory** - Performance meets contractual requirements. The contractual performance of the element or sub-element being evaluated was accomplished with some minor problems for which corrective actions were satisfactory.

(D) **Marginal** - Performance barely meets contractual requirements. The contractual performance of the element or sub-element being evaluated reflects a serious problem for which corrective actions have not yet been identified, appear only marginally effective or were not fully implemented.

(E) **Unsatisfactory** - Performance did not meet some contractual requirement and recovery is not likely in a timely manner. The contractual performance of the element or sub-element being evaluated reflects serious problems for which corrective actions were ineffective.

(a)(vii) These ratings are "completion" oriented. In applying them against ongoing contract efforts, the evaluator must recognize that where problems exist, the effectiveness of corrective action plans may not be readily assessable during the current rating period. Consequently, the rater should consider the Government's assessment of the ultimate success of the plan.

(a)(viii) The rating assigned to an element/sub-element must be supported by narrative rationale. The narrative must clearly convey to the contractor, as well as to a Government source selection official who is not familiar with the instant contract, why the rating was assigned. While larger or more complex efforts warrant greater detail, the guideline for any narrative is "clear and concise."

(b)(i) Contractor performance reports need not be prepared for:

(A) Science & Technology contracts (program elements 6.1, 6.2 and 6.3A); or

(B) Facilities/Property Management contracts (FAR 45.302-2).

(b)(ii) Contractor performance reports for construction and architect-engineering (A-E) services shall be prepared in accordance with FAR Part 36 and maintained in accordance with DFARS Part 236.

(b)(iii) Contractor performance reports for health care services shall be prepared and maintained in the Health Care Acquisition Performance System (HCAPS) in accordance with procedures established by the U.S. Army Medical Command. Such procedures shall be consistent with those established in this regulation.

42.1503 Procedures.

(a) The PM (Program/Project/Product Manager) shall assess contractor performance on systems contracts. The contracting officer shall assess contractor performance on all other contracts. Solicit input for assessments from within the program and contracting offices and, as appropriate, from other technical and requirements offices, user personnel, and contract management and contract audit offices.

(b)(i) Reports shall be completed and provided to the contractor for review within 60 days after the end of the rating period. A hard copy of the report will be furnished to the contractor with a cover letter signed by the contracting officer or PM requesting contractor comments within 30 calendar days of receipt, and advising the contractor that failure to respond within the designated timeframe will be taken as agreement with the assessment. The contracting officer/PM may grant an extension to this timeframe. Evidence of date of receipt by the contractor is required.

(b)(ii) Prior to forwarding a CPR to the contractor, the report shall be reviewed by a designated official at a level above the assessing official to ensure higher management concurrence and consistent application of rating criteria across the activity. Reviewing officials shall be designated as follows:

(A) For PEO managed systems - the PEO or designee at a level above the PM;

(B) For non-PEO managed systems and all other contracts- a level above the assessing official in accordance with HCA procedures.

(b)(iii) Where a contractor concurs with, or takes no exception to a performance report, such report shall be considered final and releasable for use in source selection.

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(b)(iv) Where a contractor takes exception to a performance report, the cognizant assessing official shall review the contractor's rebuttal or comments and, as warranted, make appropriate changes. The assessing official shall make all reasonable efforts to reconcile the report and the contractor's comments. However, it is not necessary they reach agreement on the report where such is clearly impracticable. The assessing official shall forward the report, accompanied by the contractor's rebuttal and documentation supporting the assessor's position, to the designated resolution authority for agency decision. The decision of the resolution authority is final. The resolution authority will be as follows:

(A) For PEO managed systems - the PEO/Deputy PEO;

(B) For non-PEO managed systems and all other contracts - a senior management official(s), designated by the HCA

(b)(v) Once a final decision is made, a copy of the final report shall be provided to the contractor. Concurrently, the final report, along with the contractor comments or rebuttal, shall be releasable for use in source selection.

(d)(i). The Past Performance Information Management System (PPIMS) is the Army's central repository for past performance information except as noted in 42.1502(b)(ii) and (iii). PPIMS is a web-based automated information system which provides an on-line, real-time, capability to both prepare contractor performance reports and obtain past performance information for use in source selection.

(d)(ii) Completed CPRs are considered Source Selection Information in accordance with FAR 3.104 and access is restricted on a need-to-know basis. Consequently, only those individuals with a need to prepare evaluation reports or, as authorized, to provide input to evaluation reports, are authorized access to PPIMS as "users." Only those individuals designated to obtain PPI for use in source selection are authorized access to the PPIMS source selection database.

(d)(iii) PEOs and HCAs are charged with ensuring only those individuals with an appropriate need-to-use/know are permitted access to PPIMS.

(d)(iv) The PPIMS administrator(s) at each contracting activity may issue "user" passwords to those individuals designated to prepare or review CPRs. In addition, they must routinely scrub their access lists and delete passwords for individuals who no longer require access, either to prepare evaluation reports or obtain source selection information. OASARDA/SARD-PI will review/approve requests for source selection access.

(d)(v) Requests from other Services or Defense Agencies for authorization to access PPIMS shall be referred to SARD-PI.

(d)(vi) Contractors may obtain copies of all their performance reports on file within PPIMS by forwarding their request, on corporate letterhead and signed by a senior corporate official, to the OASA(RDA), ATTN: SARD-PI, 5109 LEESBURG PIKE, SUITE 916, FALLS CHURCH, VA 22041-3201.

(e) Contractor performance reports will be purged from the PPIMS source selection file three years after the date of the final report by the OASARDA. Purged reports will be archived for an indefinite period for use in trend analyses.

CONTRACTING INFORMATION LETTER (CIL) INDEX

FY 97

CIL NUMBER	DATE	DESCRIPTION
97-01	09 Oct	*Additional Submission Requirements for GAO Protest Agency Reports
97-02	10 Oct	*FY96 CIL Index *Information on Digital Format *Past Performance Information Management System (PPIMS) *FY97 CMR Schedule *Tax Information Number Reporting *Release of Acquisition Information
97-03	11 Oct	*FORSCOM Contracting Division Reorganization and FY96 Year-end Review *Management Branch Work Assignments
97-04	22 Oct	*FACNET Exemption for IMPAC Purchase
97-05	25 Oct	*Ensuring Full and Open Competition for Locksets *Subcontracting Plan Evaluation Guide
97-06	25 Oct	*Commercial Items Policy as it Impacts Regionalization of Contracting
97-07	13 Nov	*Use of IMPAC for Printing Services
97-08	15 Nov	*Change to FFARS (CIL 96-30 & 31) *Obligation Rules - Cost Plus Award Fee Contracts *Change in Reporting of Performance Appraisal Data in ACCES
97-09	25 Nov	*Establishment of CBDNet
97-10	27 Nov	*Termination of Cable TV Franchise Agreements
97-11	13 Dec	*Humanitarian Assistance Operations *Procurement and Use of Outdoor Laser Systems on Military Facilities *Toll Free Customer Number for DFAS-Orlando
97-12	5 Dec	*List of Valid CILS
97-13	6 Dec	*Wage Determination On-Line Program

CIL

NUMBER	DATE	DESCRIPTION
97-14	13 Dec	*GAO Protests Filed in 2nd and 3rd Quarters of FY 96
97-15	26 Dec	*IMPAC Program Clarification *Information Item on Use of the IMPAC with Defense Commissary Agency DeCA) *IMPAC Purchase Card Delinquent Payments *New Policy for Property Accountability Thresholds *Annual Report of UACs *FY 97 Revised CMR Schedule *Competitive Professional Development Assignment Opportunities *GAO Protest, Nations, Inc., B-272455, Nov 5, 96
97-16	24 Jan	*FY 97 Competition Goals *Students Attending ALMC Courses *New Phone Number for Fort McPherson *Schedule for SF-98 Submission *IMPAC Rules *Delay in Abolishment of Imprest Funds *Army Acquisition Corps/Workforce Position Certification Requirements *A Significant New GAO Case on "Bundling" - Advanced Elevator Services, Inc.
97-17	28 Jan	*Protest Decision - Randolph Shepperd Act
97-18	Undated	*Contingency Contracting Officers
97-19	18 Feb	*Temporary Suspension of Past Performance Implementation Thresholds *Wage Determination On-Line Program *Streamlined Accounting for Micro Purchases Under the Government Purchase Card Program (IMPAC) *List of Recurring Reports *Business, Cost Estimating and Financial Management (BCEFM) Workshop *Changes to Redbook *Outsourcing Guide for Contracting *Appeal of MDP Construction *Lessons Learned from GAO Decision B-274765.1, Collins Companies
97-20	19 Feb	*Changes to IMPAC Program

CIL

NUMBER	DATE	DESCRIPTION
97-21		WILL NOT BE USED
97-22	5 Mar	*Establishing BPAs Under GSA Multiple Award Schedule Contracts
97-23	10 Mar	*Protest Analysis for 1st Quarter, FY 97
97-24	21 Mar	*Government-Wide Commercial Purchase Card Program
97-25	29 Mar	*Lessons Learned from MART Visits
97-26	24 Mar	*FOIA *Oral Presentations *AAC/AAW Memorandum No. 96-02, IDP for Army Acquisition Workforce *Continuing Education *Contracting for a Civilian Enterprise Publication
97-27	25 Mar	*Investigation of Solid State Devices, Inc., and Inisem International
97-28	25 Apr	*Purchase Card Reengineering Implementation Memorandums
97-29	16 May	*Consolidation of Contract Requirements *Appeal Files *Incentivizing Sole Source Contractors *Use of Re-Refined Motor Oil *US Army Audit Agency Audit Report AA 97-77, Contractor Payment Process, Jan 17, 97
97-30	4 Jun	*ASBCA Decision Regarding Superfund Tax *Delegation of Authority to Award Protest Costs *Contacts by Former Senior Officers or Employees Seeking Information or Other Assistance *ASBCA Decision: Recovery of Contract Award Fees *Savings from Acquisition Reform *Delegation of Authority to Approve Contract Awards and Contracts for Expert, Consultant, and Stenographic Reporting Services *Criminal Abuse of the IMPAC Credit Card Program *Travel Vouchers from DAU Training

CIL

NUMBER	DATE	DESCRIPTION
97-31	11 Jun	*OUSD(C) Purchase Card Memo #4: Use of IMPAC for Purchases from DAPS
97-32	30 Jun	*SCA Health & Welfare Fringe Benefit Changes
97-33	18 Jun	*Impact of Employee Involvement in Commercial Activities on Right-of-First Refusal of Employment *Individual Development Plans (IDPs) *Single Process Initiative and New Contracts
97-34	4 Aug	*AACC FY96 Report *Army Contracting for the 21 st Century Handbook
97-35	31 Jul	*Contractor Requests for Equitable Adjustments *Central Contractor Registration *AMC Proposed Pamphlet 715-3, A Best Practices Guide for Source Selection *Implementation of Statutory Requirement for Payment by Electronic Funds Transfer *DAU Cross Reference Chart *Procurement Policy Alert Bulletin (PPAB) 97-008 *Legal Review of all Contracting Actions Prior to Forwarding to HQ FORSCOM *Delegation of Authority to Approve the Publication of Advertisements, Notices or Proposals
97-36	30 Jul	*President's Welfare to Work Program
97-37	29 Jul	*Career Proponency Issues
97-38		WILL NOT BE USED
97-39	1 Aug	*Contract Performance Evaluation Reports
97-40	8 Aug	*2 nd Quarter GAO Protest Analysis
97-41	8 Aug	*Secretary of the Army Awards for Excellence in Contracting

CIL

NUMBER	DATE	DESCRIPTION
97-42	5 Sep	*GAO Decision on Past Performance Evaluation *Contract Cost/Schedule Status and Control *ASBCA Case List and Writing Better Final Decisions *Fair and Reasonable Prices; Bargaining in the Market Place *Major Provisions of the 1996 Freedom of Information Act (FOIA) Amendments *Processing of Proposed Waivers to Regulatory and Legal Barriers *Management for Contracting Supervisors Course (CON 333) *Architect-Engineer (A&E) Name, Address, and Phone Number on Drawings and Specifications
97-43	16 Sep	*International Merchant Purchase Agreement Card (IMPAC) Program
97-44	18 Sep	*Customer Satisfaction Feedback *DAWIA - Policies Regarding Contracting Positions and Assignments Rights Policy for Certain Acquisition Personnel *Military Dining Facilities Contracts *Certification of the Acquisition Workforce
97-45	16 Sep	*FY97 DD 350 Database Corrections and Reporting Management
97-46	19 Sep	*CMR Guide Changes
97-47	19 Sep	*Military Dining Facility Contracts
97-48	30 Sep	*Selectees for the ATAP *Central Contractor Registration System *Improved Management of Undefined Contractual Actions *Transfer of Career Program 14 (CP-14) Functional Chief Representative (FCR) Responsibilities *Re-opening of Application Window for AMSC Nonresident Course *Contractor Bonds and Sureties



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE SW
FORT MCPHERSON GEORGIA 30330-1062

REPLY TO
ATTENTION OF

OCT 30 1997

AFLG-PR

ACQUISITION CAREER MANAGEMENT ADVOCATE

Pursuant to implementation of the guidance contained in Section 1701(a), Defense Acquisition Workforce Improvement Act (DAWIA), I hereby appoint

TONI M. GAINES

as the Acquisition Career Management Advocate for Headquarters, Forces Command, and subordinate installation Directorates of Contracting.

As Acquisition Career Management Advocate, you will perform as the principal advisor to the Director Acquisition Career Management (DACM) and to the Commanders of the organizations you support for matters related to acquisition career development policy, procedures, programs and management.

In the performance of your advisory duties, you will ensure the dissemination and, as appropriate, the coordination of those matters addressed above with the DACM, the Commanders and staffs of the organizations you support, the local Functional Career Program Managers, and the supporting civilian personnel activities.

Unless sooner terminated, this appointment will be reviewed after three years.

ROBERT D. SHADLEY
Major General, USA
Deputy Chief of Staff for
Logistics and Readiness

SARD-PM

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Career Program - 14 Short Term Executive Training Announcement

I am pleased to announce the Career Program - 14 Short Term Executive Training for FY 98 at leading universities. The training is targeted for the CP-14 professionals that have completed their Level 3 certification and could benefit from advanced university level training in business related subjects. Another announcement for additional 4th quarter FY 98 classes and for the 1st quarter of FY 99 will be forthcoming in the spring. Complete application procedures, course descriptions and university forms are enclosed.

This announcement covers 15 leading universities. Enclosure 1 provides CP-14 application instructions. We have tried to streamline application procedures and have centered the application process on the Internet. If you should have problems with the application procedures, please contact Don Tucker at (703) 681-1046, DSN 761-1046 or email TuckerD@sarda.army.mil. Enclosure 2 provides a description of each sponsoring institution, class, and dates offered.

Applications for 2nd quarter offerings should arrive by December 1, 1997. Applications for classes starting in the 3rd quarter are due by January 15 1998. Applications for the 4th quarter are due by April 1, 1998: Applications should be mailed to the following address:

HEADQUARTERS, DEPARTMENT OF THE ARMY
ATTN: SARD-PM, (Don Tucker)
Skyline 6, Suite 309
5109 Leesburg Pike
Falls Church, VA 22041-3201

This announcement is being simultaneously mailed, emailed and placed on the SARDA homepage. If you obtain a copy from the email or the SARDA homepage you will need to contact the point of contact below to obtain the individual University Application Forms. Funds for executive training are adequate but limited and selection will be made competitively. Individuals are encouraged to apply. **Please make the widest distribution of this Executive Training Announcement.**

Should you have any questions my point of contact for this action is Don Tucker, DSN 761-1046, COM (703) 68101046, FAX (703) 681-1121, email TuckerD@sarda.army.mil.

Edward G. Elgart
Functional Chief's Representative
Civilian Contracting and
Acquisition Career Program

Enclosures

DISTRIBUTION:

PRINCIPAL ASSISTANTS RESPONSIBLE FOR CONTRACTING

**HQ, U.S. Army Materiel Command, ATTN: AMCRDA-AC (PARC),
5001 Eisenhower Avenue, Alexandria, VA 22333-0001**

**U.S. Army Aviation and Missile Command, ATTN: AMSAM-AC, Redstone
Arsenal, AL 35898-5280**

**U.S. Army Chemical and Biological Defense Command, ATTN: AMSCB-PO,
Building E4455, Aberdeen Proving Ground, MD 21010-5423**

**U.S. Army Communications-Electronics Command, ATTN: AMSEL-AC,
Fort Monmouth, NJ 07703-5000**

**U.S. Army Industrial Operations Command, ATTN: AMSIO-AC, Rock Island,
IL 61299-6000**

**U.S. Army Soldier Systems Command, ATTN: AMSSC-AD, Kansas Street,
Natick, MA 01760-5011**

**U.S. Army Tank-automotive and Armaments Command, ATTN: AMSTA-AQ,
Warren, MI 48397-5000**

**U.S. Army Test and Evaluation Command, ATTN: AMSTE-PR, Aberdeen
Proving Ground, MD 21005-5055**

**U.S. Army Research Laboratory, ATTN: AMSRL-CS-PR, 2800 Powder Mill
Road, Adelphi, MD 20783-1197**

SARD-PM

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Announcement of Competitive Professional Development,
University Training for Fiscal Year 1998

I ask for your assistance in encouraging all our Career Program - 14 professionals to continue their educational development as Army Contracting moves into the 21st Century. The primary resource for tuition assistance is the Army Tuition Assistance Program (ATAP). Individuals who qualify under ATAP are encouraged to take advantage of this opportunity by contacting Ms. Sue Winkler at (703) 805-1048, email WinklerS@aaesa.belvoir.army.mil.

Our Career Program also provides university training and tuition assistance under the CP-14 Army Civilian Training and Development System (ACTEDS) and the Competitive Professional Development (CPD) program sponsored by the Assistant Secretary of the Army (Manpower and Reserve Affairs). I urge you and your eligible employees to take advantage of this program. Our primary audience are those careerists not currently in the Army Acquisition Corps (GS-11 through GS-13) to pursue graduate training in a business-related field.

Please refer to Chapter 3 of the Catalog of Army Civilian Training, Education and Professional Development Opportunities FY98 for more information and instructions. This Catalog can be accessed through the Civilian Personnel homepage. The internet address is <http://cpol.army.mil>. Our Program provides for central funding of full/part time university training of up to one year. See Chapter 3 for definitions of Full-Time and Part-Time University Training.

In previous years we had two deadlines for applications: July for classes beginning in January, and April for September starts. In order to serve you better, we will ask for nominations on the following schedule henceforth: First Quarter of the Fiscal Year by July 15; Second Quarter of the Fiscal Year by October 15; Third Quarter of the Fiscal Year by January 2, 1998; and Fourth Quarter of the Fiscal Year by April 1, 1998.

I will hold the Second Quarter applications open until November 14, 1997 to give everyone a chance to participate. **Please make the widest distribution of this Announcement.** Should you have any questions my point of contact for this action is Don Tucker, DSN 761-1046, COM 703-681-1046, email tuckerd@sarda.army.mil.

Edward G. Elgart
Functional Chief's Representative
Civilian Contracting and
Acquisition Career Program

Attachment

DISTRIBUTION:

PRINCIPAL ASSISTANTS RESPONSIBLE FOR CONTRACTING

HQ, U.S. Army Materiel Command, ATTN: AMCRDA-AC (PARC),
5001 Eisenhower Avenue, Alexandria, VA 22333-0001

U.S. Army Aviation and Missile Command, ATTN: AMSAM-AC, Redstone
Arsenal, AL 35898-5280

U.S. Army Chemical and Biological Defense Command, ATTN: AMSCB-PO,
Building E4455, Aberdeen Proving Ground, MD 21010-5423

U.S. Army Communications-Electronics Command, ATTN: AMSEL-AC,
Fort Monmouth, NJ 07703-5000

U.S. Army Industrial Operations Command, ATTN: AMSIO-AC, Rock Island,
IL 61299-6000

U.S. Army Soldier Systems Command, ATTN: AMSSC-AD, Kansas Street,
Natick, MA 01760-5011

U.S. Army Tank-automotive and Armaments Command, ATTN: AMSTA-AQ,
Warren, MI 48397-5000

U.S. Army Test and Evaluation Command, ATTN: AMSTE-PR, Aberdeen
Proving Ground, MD 21005-5055

U.S. Army Research Laboratory, ATTN: AMSRL-CS-PR, 2800 Powder Mill
Road, Adelphi, MD 20783-1197

Defense Supply Service - Washington, 5200 Army Pentagon, Washington,
DC 20310-5200

CAREER PROGRAM CP-14 EXECUTIVE TRAINING ANNOUNCEMENT FY98

APPLICATION INSTRUCTION: You are required to prepare (3) standard forms with your application and an individual form for the University you are applying to. All (3) standard forms are computer based and can be accessed by following instructions:

- a. Request For Central Resource Support Form
 1. Login to the Internet address: <http://cpol.army.mil>
 2. Click on: Training and Career Development
 3. Click on: FY98 Catalog of Army Training, Education & Professional Development Opportunities
 4. Click on: Catalog Cover Sheet
 5. At end of page Click on: GO TO THE CATLOG
 6. Chapter 3, Click on: CP-14
 7. End of section, Click on: APPLY

Forms will appear and you can fill out the **Request For Central Resource Support Form** and the **Nominee's Statement of Interest** from the system.

- b. The DA Form 2302-R is in your Informs program(which most of you have in your systems at your work place).
- c. The Individual University Application Forms will be placed in this announcement following each applicable section.

Enclosure 1

CAREER PROGRAM CP-14 EXECUTIVE TRAINING ANNOUNCEMENT FY98

1. FEDERAL EXECUTIVE INSTITUTE: Alumni Follow-on Program

July 7-10, 1998

The Federal Executive Institute's programs stress the importance of lifelong learning for managing the changes we and our organizations face each day. This program offers you, as a graduate of the Leadership for a Democratic Society program, an opportunity to return to Charlottesville and:

- . Update your information and topics of interest and importance,
- . Visit area organizations that are practicing new ways of working and
- . Develop your network of alumni and faculty members who care about organizational performance.

Nominations are restricted to GS-15s only that have completed the Leadership For a Democratic Society Program. Selection is competitive. Application packages are due by April 1, 1998. Applications should include:

- . Request For Central Resource Support Form.
- . DA Form 2302-R
- . Statement of Interest.

Enclosure 2

2. **DARDEN EXECUTIVE EDUCATION UNIVERSITY OF VIRGINIA:**

a. **Bargaining and Negotiating: A Learning Laboratory**

April 26 – 29 1998

Designed for executives who understand the importance of negotiations and are committed to improving their abilities, this program is structured around a series of negotiations based on real-life business situations. Learn to analyze and structure negotiating situations and how to develop the strategies and tactics necessary to enhance personal performance.

b. **Leadership for Extraordinary Performance**

February 9 -13, 1998 and May 11- 15, 1998

Examine personal leadership practices that impact the performance of others in your organization. Discover a unique approach to enhancing human performance; develop a concrete action plan; and experience the opportunity to formulate a bold vision capable of inspiring others to produce exceptional results.

c. **Managing Individual and Organizational Change**

March 31 – April 3, 1998 and August 25 – 28, 1998

The focus of this seminar is on individuals who are managing and experiencing the change process. Learn managerial effectiveness during a period of change, develop strategies, and grasp the importance of personal and organizational values when initiating change.

d. **Creating and Sustaining the High-Performing Organization**

March 22 – 27, 1998

Designed to challenge participants to think and act in ways that will contribute to the building and sustaining of high performance, this program incorporate the systems thinking needed to integrate the disciplines of quality, customer focus, learning and change. **Programs for all seminars are open to GS-13 through GS-15. Selection is competitive. Application Should include:**

- . Request For Central Resource Support Form.
- . DA Form 2302

- . Nominee's Statement of Interest.
- . University Application Forms.

3. HARVARD BUSINESS SCHOOL, HARVARD LAW SCHOOL, AND THE JOHN F. KENNEDY SCHOOL OF GOVERNMENT EXECUTIVE EDUCATION

The Exploding Internet: New Game, New Rules
May 3 – 7, 1998

To create a powerful learning environment, The Exploding Internet: New Game, New Rules incorporates new methodologies and tools to exploit the Internet. In dynamic lecture and discussion sessions, the joint faculty impart major concepts and new developments while synthesizing key issues. The program's team approach is particularly well suited to addressing the complex and interdependent global information infrastructure issues. Case studies present actual experiences that reflect vital aspects of managing the global information infrastructure.

This Seminar is open to GS-13 through GS-15. Selection is competitive. Application Should include:

- . Request For Central Resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

4. CORNELL UNIVERSITY: JOHNSON GRADUATE SCHOOL OF MANAGEMENT

Marketing Strategy

May 17 – 22, 1998

This course is designed to help marketing professionals, planners, and sales managers better understand both existing and future markets. Participants will learn to effectively analyze markets in which they are currently competing. They will also become effective in identifying product and service markets in which their firms may compete in the future and in determining competitive advantages to be sought in these markets. Participants will discover state-of-the-art tools for anticipating and tracking the market forces that will shape their company's future.

Strategic Decision Making and Critical Thinking

April 19-24 1998

This course is designed to help executives and leaders to increase the productivity and performance of their organizations by enhancing their strategic decision-making and critical-thinking skills.

These Seminars are open to GS-13 through GS-15. Selection is competitive. Application Should include:

- . Request For Central Resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

**5. KENAN – FLAGLER BUSINESS SCHOOL:
UNIVERSITY OF NORTH CAROLINA**

a. Pricing Strategies and Tactics

April 15 – 17, 1998

While pricing has always been recognized as one of marketing's fundamental disciplines, only recently has it been given the attention it deserves. Marketing managers now recognize that pricing plays an equal role with the other components which constitute their marketing strategies. In this seminar, the formulation of pricing strategy and the successful integration of pricing into overall marketing strategy will be addressed. Participants will learn how to think about pricing not just in terms of costs, but also in terms of perceived value and competitive price sensitivity, selecting strategic objectives for individual products and markets, establishing competitive pricing advantages, and using price to segment markets.

b. Program for Manager Development

March 29 - April 10, 1998

The Program for Manager Development (PMO) is a forward - looking general management program designed to prepare high - potential middle managers for the leadership challenges of the 21st Century. The PMO will strengthen cross - functional skills of participants and give them a strategic understanding of the business enterprise.

This Seminar is open to GS-12 through GS-14. Selection is competitive. Application Should include:

- . Request For Central Resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

6. THE BROOKINGS INSTITUTION EXECUTIVE FORUMS

a. The Federal Budget (Off-the-Record Discussions with Members of Congress, Administration Officials, and Policy Experts)

February 10 – 11, 1998

Executive whose operations are affected by the Federal budget process need up-to-date information and input on budgetary issues. During this 2-day, off-the-record seminar, public and private sector executives meet with Members of Congress, Administration officials, and budget experts to discuss the politics of the budget process, the economic impact of budget proposals, and the status of deficit reduction.

b. Leadership 2000 (Global Leadership and Organizational Transformation).

June 1 – 11, 1998

The reality of the changes facing senior executives right now is beyond anything that could have been anticipated a few short years ago. These changes require more than just the traditional approaches to management and more than the traditional approaches to executive education. Leadership 2000 builds managers' understanding of the dynamic domestic and global marketplace, examines economic and policy environments, and surveys the trends and forces shaping the future in which enterprises must operate.

This Seminar is open to GS-14 through GS-15. Selection is competitive. Application Should include:

- . Request For Central Resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

7. The Anderson School, UCLA (Los Angeles CA)

a. Purchasing Executive Program:

March 29-April 3, 1998 (Los Angeles, CA).

This program is presented in association with the National Association of Purchasing Management (NAPM) and explores the latest trends in purchasing and supply chain management. It also discusses best commercial practices in purchasing and procurement. **NOTE:** With completion of this 5-day course you will receive 4 CPM points towards your Certified Purchasing Manager.

b. Managing the Information Resource Program

March 8-13, 1998 (Los Angeles, CA).

This program is designed for executives and managers responsible for the purchase and management of information technology and explores the management issues that impact an information organization.

This Seminar is open to GS-13 through GS-15. Selection is competitive. Application Should include:

- . Request For Central Resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

8. J.L. Kellogg Graduate School, Northwestern University

Pricing Strategies and Tactics

March 18-21 1998

The focus is on the proper tools and concepts for manufacturers, retailers, and other service providers to use in designing pricing strategies and tactics for both products and services. The program covers cost analysis, competitive response models, procedures to estimate price sensitivity, price segmentation tools, value pricing, pricing through a distribution channel, and legal issues in pricing.

b. Negotiation Strategies for Managers

March 15-18 and June 10-13 1998

The program emphasizes creating opportunities for mutual gain in negotiations and capturing a fair share of that gain. Participants learn strategies for analyzing and preparing for negotiations, and they practice and get feedback on their negotiation skills. They learn about intra-team negotiations, negotiating within and between organizations, the role of third parties, mediation and arbitration, alternative dispute resolution procedures, coalition formation, and creating mutual benefits with multiple parties.

c. Reinventing Leadership May

May 17-22 1998

The program is designed to help managers break through previous mindsets in order to develop new leadership behaviors. The leadership model presented will help participants understand their purpose in life, business and leadership, and will explore productive mindsets and behaviors for today's turbulent business world. Participants will learn the meaning of power and the effects of its use and misuse by leaders. Finally, each participants will grow as leader and as a complete person, and will learn to help his or her employees and organization grow as well.

This Seminar is open to GS-13 through GS-15. Selection is competitive. Application Should include:

- . Request For Central Resource Support Form.

- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

9. Stanford University, Palo Alto, CA

a. Leading and Managing Change

June 21-July 3, 1998

This intensely interactive program helps executives understand the key role that leadership plays in effecting change as well as your role in addressing the planning and activities required to move organizations in new directions.

b. Negotiation and Influence Strategies

April 19-24, 1998

This interactive program is designed to improve executives' skills in negotiation and increase their influence in their companies and organizations and addresses issues of power, social networks, and cross-cultural and ethical concerns that arise during negotiations.

c. Advanced Negotiation Program

January 21-24 1998

Managers who have already completed an executive course in negotiation or managers with five years or more of extensive negotiation experience will build on that bedrock to develop the additional skills and knowledge they need for success in today's economic climate. This intensely interactive program features role-playing, video feedback on verbal and strategic behavior, and a high faculty-participant ratio.

d. Strategic Uses of Information and Technology

May 3-8 1998

Sharing a wealth of expertise gained in part from Stanford's long connection to nearby Silicon Valley, this program will help executives integrate technology , operating procedures, and people into a cohesive strategy for the future. It is designed for senior managers with responsibility for the strategic direction of their companies. **This Seminar is open to GS-13 through GS-15. Selection is competitive. Application Should include:**

- . Request For Central Resource Support Form.

- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

10. Haas School of Business, University of California, Berkeley CA

a. Strategic Planning Under Uncertainty

February 18-20, 1998

This unique seminar departs significantly from established planning methodologies. It focuses on new concepts and frameworks for strategic thinking that are resilient and adaptive in the face of unprecedented change. By applying these ideas, managers can lessen their exposure to the inevitable.

b. Making Strategy Happen: The Four Factors of Strategic Implementation

June 15-16, 1998

Making Strategy Happen introduces a unique and powerful framework, the Four Factors of Strategic Implementation which integrates the best practices of outstanding corporations into a combined and unified perspective. These four factors are intangible corporate assets which, when calibrated to the company's environment and strategy, can leverage the firm's tangible resources to carry out the firm's strategic goals.

c. Managing Managers and Professionals

May 4-8 1998

Managing Managers and Professionals (MMP) is designed for executive-level managers whose success is contingent upon working effectively with managers and professionals both within and outside the firm. Participants develop their ability to encourage excellence, set goals for performance improvement and develop plans to achieve those goals.

This Seminar is open to GS-13 through GS-15. Selection is competitive. Application Should include:

- . Request For Central Resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

11. GEORGE WASHINGTON UNIVERSITY (WASH DC)

a. The Law and Technology of Electronic Commerce

February 5 – 6, 1998 (Wash DC) March 30 – 31 (Las Vegas, NV)

Created for technical and business personnel involved in electronic commerce, this new course explores the unique legal issues associated with developing, implementing, and conducting business through EDI. You'll get expert analysis of EDI's impact on, and unique application of, contracting law at each step of a transaction: offer, acceptance, negotiation, rules of evidence, UCC requirements, and taxation. You'll also get guidance on emerging legal issues, including security and privacy.

b. Contracting under the Uniform Commercial Code

February 9 – 10, 1998, (Wash DC) November 3 – 4, 1998
(San Francisco, CA).

Ever since it became law during the "1950s and "1960s, Article 2 of the Uniform Commercial Code (UCC) has been one of the UCC's stalwart --- the "Bible" of commercial contracting. As the UCC's "Sales Article," Article 2 contains a widely respected set of rules that are renowned for their understandability, logic, common sense, and market place approach to the complex law of sales. The course will review Article 2's increasing importance in government contracting, which has resulted from the Federal Acquisition Streamlining Act's mandate that new sales procedures "consistent with standard commercial contract practices" be adopted for all the government's commercial item purchases.

This Seminar is open to GS-13 through GS-15. Selection is competitive. Application Should include:

- . Request For Central Resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

12. UNIVERSITY OF WISCONSIN-MADISON MANAGEMENT INSTITUTE

a. Cost-Effective Buying

February 17 - 19, 1998 and June 8 -10, 1998

Today's fierce competition demands that you make cost-effective buying decisions, only. This does not mean always buying from the lowest bidder. You need to identify and control the important considerations that control your products' or services' total costs, not just their prices. During this seminar, you will learn the powerful techniques of make versus buy analysis, price/cost analysis, supplier evaluation and selection methods. Gain greater buying power in your company by attending this program.

b. Negotiating and Contracting for Purchasing Agents and Buyers

May 18 - 20, 1998

The fast-track procurement area demands that all purchasing professionals be thoroughly versed in the legal issues involved in transacting business. You simply can't afford a contract that doesn't give you the value your organization needs to successfully compete. At this program, experienced industry professionals and corporate attorneys cover topics such as contract types and purposes, elements of contract formation, basics of effective negotiation, loopholes and pitfalls, and ethics. By engaging in case studies drawn from real-life business situations, role playing and lively group discussions, you will gain a solid foundation for creating effective, and legal procurement contracts from the business perspective.

c. Full Range Leadership: Reaching Beyond the Boundaries (Part 1)

April 13 - 17, 1998 and September 14 -18, 1998

This five-day program helps you develop leadership skill to move beyond current personal, work group and organizational boundaries and limitations. You participate in two powerful leadership assessments studies and interactive class activities to unlock your leadership potential. You discover how to maintain a flexible leadership style and encourage others to work more effectively with higher levels of motivation and productivity. You learn proven techniques to help yourself and those you work with maintain high energy levels with less stress. You practice your new skills back on the job and follow up on your progress by reassessing your performance in the next five-day component of this two part program.

d. Transformational Leadership: Empowerment and Change (Part 2)

May 4 - 8, 1998

During this program you master skills based on the newest leadership and thinking models that help you break away from management styles that inhibit motivation, creativity, innovation and involvement. You explore the roles of power, influence and authority and learn principles and techniques for leading in complex, constantly changing situations. You discuss the roles of charisma and vision in leadership effectiveness, and see how effective delegation enhances personal and work group performance. You receive feedback from two revealing personal assessments and participate in interactive activities to ensure true learning occurs. You return to your organization with skills to keep those with diverse backgrounds and interests pulling together, sharing talents and abilities. **These Seminars are open to GS-13 through GS-15. Selection is competitive. Application Should include:**

- . Request For Central Resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest.
- . University Application Forms.

13. Wharton Executive Education: University of Pennsylvania

a. Leading Organizational Change

June 7 - 12, 1998

In this course you will discover that the most valuable tool you have in dealing with change is an open mind. You won't just talk about change, you'll experience it. Change is not a logical, linear, intellectual process. It operates on various emotional and interpersonal dimensions that are essential to mastering change.

b. Wharton Executive Negotiation Workshop: Bargaining for Advantage.

April 26 - May 1, 1998

The program offers direct feedback and advice on current negotiating challenges. While you are learning about the best approaches to negotiating, you'll also be laying out a strategy for tackling your next key negotiation. This program offers a combination of group work and individual counseling that strengthens your negotiating style and addresses your unique strengths and weaknesses.

c. Critical Thinking: Real-World, Real Time Decisions.

March 18 - 20, 1998

Critical Thinking will give you a set of models for framing problems and making decisions. Through these frameworks, you will be able to grasp the key elements of the decision, define the problem, and identify effective solutions. These approaches can be used when dealing with simple problems, as well as complex or data-intensive challenges.

d. Implementing Strategy

April 26 - May 1, 1998

Many a good strategy has been lost in the implementation. If managers know more about implementation than the competition does, they can make decisions regarding efficiency and effectiveness that can lower their costs and

differentiate them in the marketplace. If you are responsible for implementing strategy, this course will give you a practical, step-by-step model for meeting the strategic, structural, human, and personal challenges of reaching your goal.

e. Managing Technology and Innovation

June 21 - 26, 1998

This program examines the relationship among technology, strategy, and the organization. It explores how successful companies use technological innovation to drive their progress. The program is designed for business unit managers, R&D managers, strategic planners, new product development managers, marketing executives, and others involved with technology and innovations.

f. Winning in the Next Millennium: The Wharton Perspective

April 5 - 8, 1998

You've already downsized and restructured to meet the demands of today's competition. But how will you win in the next millennium? To succeed in the 21st century, you must have strategic insights unique to your industry. You need more than you can get from the latest business books or the arsenals of consulting firms; everyone has access to these. You need new perspectives and radically different approaches to your business. You need the Wharton Perspective.

Programs for all seminars are open to GS-13 through GS-15(except where noted). Selection is competitive. Applications Should include:

- . Request For Central resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest
- . University Application Forms.

14. Massachusetts Institute of Technology (MIT) Sloan School of Management.

a. The MIT Executive Short Course in Management of Change in Complex Organizations.

May 31-June 5 1998

This intensive, one week course provides a research-based perspective on a number of emerging managerial problems and considers the various ways these problems can and should be addressed. The focus is on issues with wide applicability across organizations, national boundaries, and technical domains.

b. The MIT Executive Short Course in Negotiation: Theory and Practice

June 15-19, 1998

This course gives participants a broad intellectual understanding of key negotiating concepts. In a safe setting participants are free to diagnose their own individual negotiating styles and then go on to broaden their repertoire of strategies and behaviors.

c. The MIT Executive Short Course in System Dynamics: Modeling for Organizational Learning

June 15-19, 1998,

System Dynamics Group at MIT has developed generic models that fit a wide range of managerial and public policy situations. These models are simple enough to be readily understood by all participants. Typical corporate models deal with fluctuations of inventories in a distribution system, the introduction and growth of new products, the development of organizational competence, and the management of service quality in a growing company.

Programs for all seminars are open to GS-13 through GS-15(except where noted). Selection is competitive. Applications Should include:

- . Request For Central resource Support Form.

- . DA Form 2302
- . Nominee's Statement of Interest
- . University Application Forms.

15. The Tuck School, Dartmouth College

a. Leveraging Core Competencies

June 2 - 5, 1998

This innovative program focuses on the strategy revolution that is occurring in leading-edge organizations. Learn how companies are using strategic imagination to reconceive products, redefine markets, and redraw industry boundaries.

b. Market-Driven Management

July 19-24, 1998

This course focuses on innovative approaches such as mass customization and the value-driven concept of strategy to exploit information technology with key strategic planning innovations to create a new concept of market-driven management

Programs for all seminars are open to GS-13 through GS-15(except where noted). Selection is competitive. Applications Should include:

- . Request For Central resource Support Form.
- . DA Form 2302
- . Nominee's Statement of Interest
- . University Application Forms.